

# Spurwink Leadership Development Series

## Session One

September 22, 2017

9 am – Noon

At Spurwink, 901 Washington Avenue, Portland (Training Room)

- |  |                |
|--|----------------|
| 1. Welcome and Overview                                | 9:00 am        |
| 2. Icebreaker and Team Building                        | 9:10 am        |
| 3. Everything DiSC Management:                         | 9:30 am        |
| a. Understanding Your Style                            |                |
| b. Break   | 11:00-11:10 am |
| c. People Reading                                      |                |
| d. Directing and Delegating, Motivating and Developing |                |
| 4. Homework  | 11:50 am-Noon  |

## Starboard Leadership Development Curriculum

### 2017-2018 – Cohort 3

All trainings will be held at Spurwink, 901 Washington Avenue, Portland in the Training Room

	Date & Time	Topic	Group Participating
Personal Leadership	Sept. 22, 2017 9 am – 12 pm	Program overview. Everything DiSC Management: Understanding your management style, understanding others, building more effective relationships	Year 3 Cohort– 2017-2018
One-to-many Leadership	Sept. 26, 2017 1.5 hours	Fostering Collaboration and Developing Effective Partnerships: Shaping culture	AIM Meeting – Year 3, 2 and 1 Cohorts
One-to-one and Team Leadership	Oct. 17, 2017 12:30-3:00 pm	Spurwink Culture and Everything DiSC: Building a culture of effective communication and team work.	AIM Retreat – Year 3, 2 and 1 Cohorts
One-to-one Leadership	Oct. 27, 2017 9 am – 12 pm	Effective Delegation: Maximizing what each employee has to offer and build ownership through effective delegation.	Year 3 Cohort– 2017-2018
One-to-one Leadership	Nov. 28 1.5 hours	Coaching Up	AIM Meeting – Year 3, 2 and 1 Cohorts
One-to-one Leadership	Dec. 19, 2017 9 am – 12 pm 1 pm- 4 pm	Effective Management: Giving and receiving feedback	Year 3 Cohort– 2017-2018 Year 2 Cohort– 2016-2017
One-to-many Leadership	Jan. 23, 2018 1.5 hours	Leading Effective and Productive Meetings	AIM Meeting- Year 3, 2 and 1 Cohorts
Team Leadership	Mar. 1, 2018 9 am – 12 pm 1 pm- 4 pm	Developing Your Team and Maximizing the ‘Five Behaviors of a Cohesive Team’	Year 3 Cohort- 2017-2018 Year 2 Cohort– 2016-2017
One-to-many Leadership	Mar. 27, 2018 1.5 hours	Turning Strategic Priorities into Actionable Work Plans	AIM Meeting- Year 3, 2 and 1 Cohorts
Personal Leadership	May 22, 2018 1.5 hours	Personal Effectiveness: Tips and tools to get the most out of your day	AIM Meeting - Year 3, 2 and 1 Cohorts
	Jul. 24, 2018 1.5 hours	Program Wrap-Up: Next steps, assessment of training, action planning for the future	AIM Meeting – Year 3, 2 and 1 Cohorts

## Spurwink Leadership Development Series

### 2016-2017 Participants

1	Abbey O'Connor	Regional Dir OCS Western Region	<a href="mailto:aoconnor@spurwink.org">aoconnor@spurwink.org</a>
2	Abby Peck	Dir Annual Giving/Special Events	<a href="mailto:apeck@spurwink.org">apeck@spurwink.org</a>
3	Alex Garry	OCS Supervisor	<a href="mailto:agarry@spurwink.org">agarry@spurwink.org</a>
4	Ben Strick	OCS	<a href="mailto:bstrick@spurwink.org">bstrick@spurwink.org</a>
5	Blythe Edwards	APDR Chelsea	<a href="mailto:bedwards@spurwink.org">bedwards@spurwink.org</a>
6	Bruce Levesque	Accounting Manager	<a href="mailto:blevesque@spurwink.org">blevesque@spurwink.org</a>
7	Christina Comenos	OCS Supervisor York	<a href="mailto:ccomenos@spurwink.org">ccomenos@spurwink.org</a>
8	Dara Oja	Director of Nursing	<a href="mailto:doja@spurwink.org">doja@spurwink.org</a>
9	Emily Hanley	OCS Supervisor	<a href="mailto:ehanley@spurwink.org">ehanley@spurwink.org</a>
10	Eric Meyer	CEO	<a href="mailto:emeyer@spurwink.org">emeyer@spurwink.org</a>
11	Garry Kenyon	APDE Glickman	<a href="mailto:gkenyon@spurwink.org">gkenyon@spurwink.org</a>
12	Hannah Magee	Assoc Dir OCS Southern	<a href="mailto:hmagee@spurwink.org">hmagee@spurwink.org</a>
13	Heidi Harrison	OCS Supervisor Cumberland	<a href="mailto:hharrison@spurwink.org">hharrison@spurwink.org</a>
14	Joyce Wientzen	Co-Director CAP	<a href="mailto:jwientzen@spurwink.org">jwientzen@spurwink.org</a>
15	Katherine Barber	APDE Lewiston	<a href="mailto:kbarber@spurwink.org">kbarber@spurwink.org</a>
16	Kathleen Fries	Education Director Glickman	<a href="mailto:kfries@spurwink.org">kfries@spurwink.org</a>
17	Kim Wilson	CQI	<a href="mailto:kwilson@spurwink.org">kwilson@spurwink.org</a>
18	Laura Ingalls	OCS Supervisor	<a href="mailto:lingalls@spurwink.org">lingalls@spurwink.org</a>
19	Libby Derrig	OCS Supervisor	<a href="mailto:ederrig@spurwink.org">ederrig@spurwink.org</a>
20	Melissa Curll	APDE Chelsea	<a href="mailto:mcurll@spurwink.org">mcurll@spurwink.org</a>
21	Michelle Joubert	CQI	<a href="mailto:mjoubert@spurwink.org">mjoubert@spurwink.org</a>
22	Natalie Thomas	Assoc Dir of CQI	<a href="mailto:nthomas@spurwink.org">nthomas@spurwink.org</a>
23	Nicole Bishop	Patient Account Manager	<a href="mailto:nbishop@spurwink.org">nbishop@spurwink.org</a>
24	Rebecca Patkus	Reg. Dir OCS Coastal/Central	<a href="mailto:rpatkus@spurwink.org">rpatkus@spurwink.org</a>
25	Sara Masse	Comptroller	<a href="mailto:smasse@spurwink.org">smasse@spurwink.org</a>
26	Shannon Preston	OCS Supervisor	<a href="mailto:spreston@spurwink.org">spreston@spurwink.org</a>
27	Sharon Crowell	Assoc Regional Dir OCS Western	<a href="mailto:scrowell@spurwink.org">scrowell@spurwink.org</a>
28	Tracy Hinkley	Senior Programmer/Analyst	<a href="mailto:thinkley@spurwink.org">thinkley@spurwink.org</a>

## 2016-2017 Peer Learning Partners

### **Group 1**

Abby O'Connor  
Blythe Edwards  
Katherine Barber

### **Group 2**

Abby Peck  
Hannah Magee  
Sara Masse

### **Group 3 Group 1**

Alec Garry  
Garry Kenyon  
Kim Wilson

### **Group 4**

Ben Strick  
Kathleen Fries  
Laura Ingalls

### **Group 5**

Bruce Levesque  
Heidi Harrison  
Melissa Curll

### **Group 6**

Christine Comenos  
Joyce Wientzen  
Natalie Thomas

### **Group 7**

Dara Oja  
Libby Derrig  
Nicole Bishop

### **Group 8**

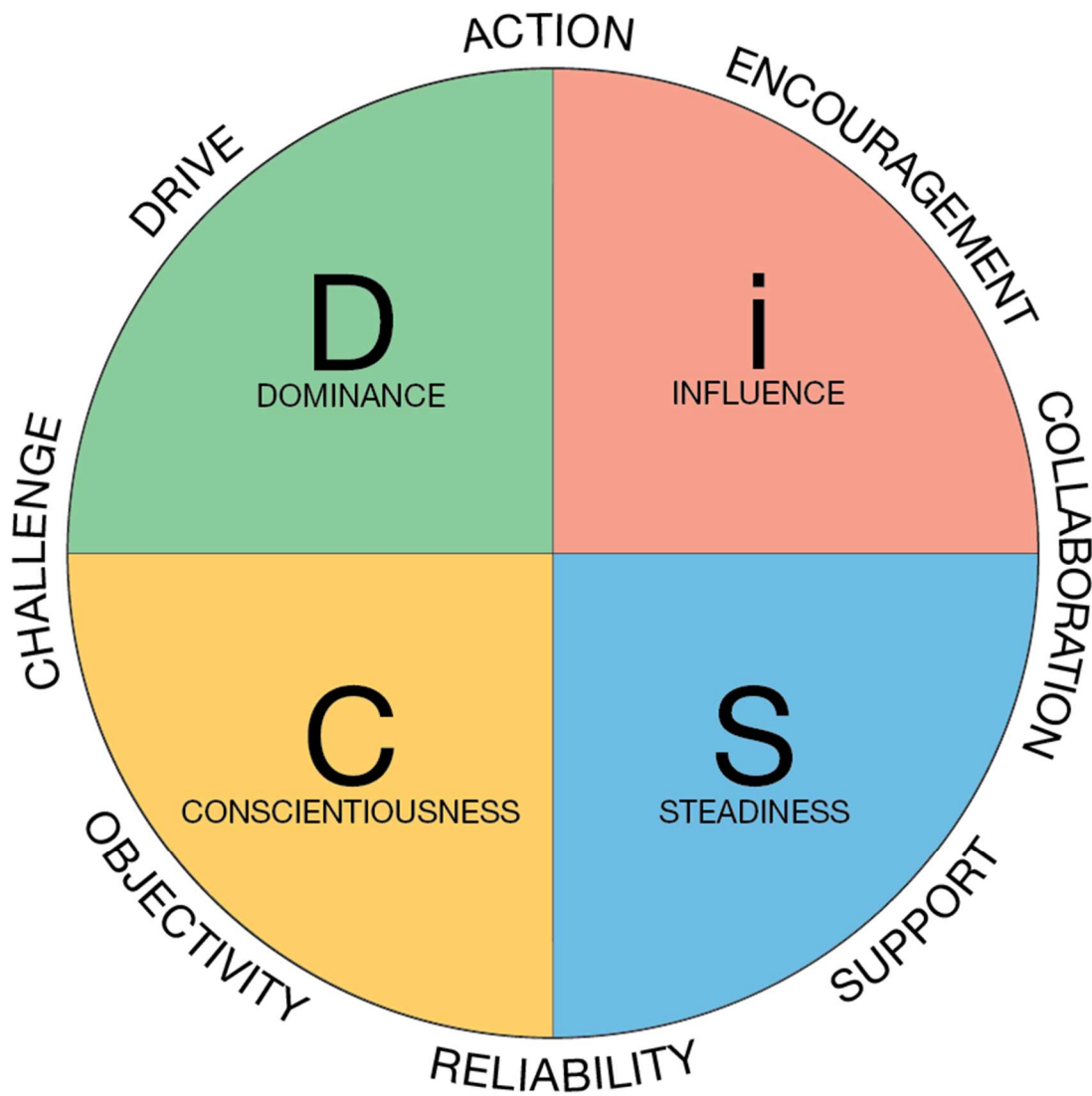
Emily Hanley  
Sharon Crowell  
Tracy Hinkley

### **Group 9**

Michelle Joubert  
Rebecca Patkus  
Shannon Preston

## DiSC® Management Styles

Take notes on what you learn from the video.



Ideas to remember:

## Managing Your Day

### Time Management

Write about how you think your time-management tendencies might affect the people you manage (delegate work to) or work with.

### Decision Making and Problem Solving

Write about how you think your decision-making and problem-solving tendencies might affect the people you manage or work with.

### Conflict

Write about how your preferred approach to conflict might affect the people you manage or work with.

# People Reading

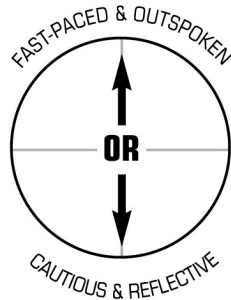
**Principles**

- People reading isn't meant to label people. Instead, it's a way to help us understand their needs.
- There are no good or bad styles.
- All styles have strengths and limitations.
- Everyone is a mixture of styles, so it may be difficult to read people correctly.

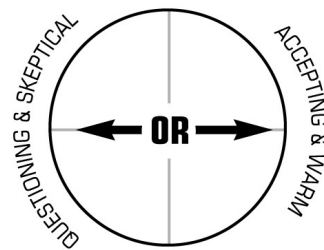
**Observable Behaviors**

- Body language such as posture, use of hands, facial expressions, etc.
- Tone of voice and expression such as pace, inflection, volume, etc.
- Words chosen to deliver the actual messages.

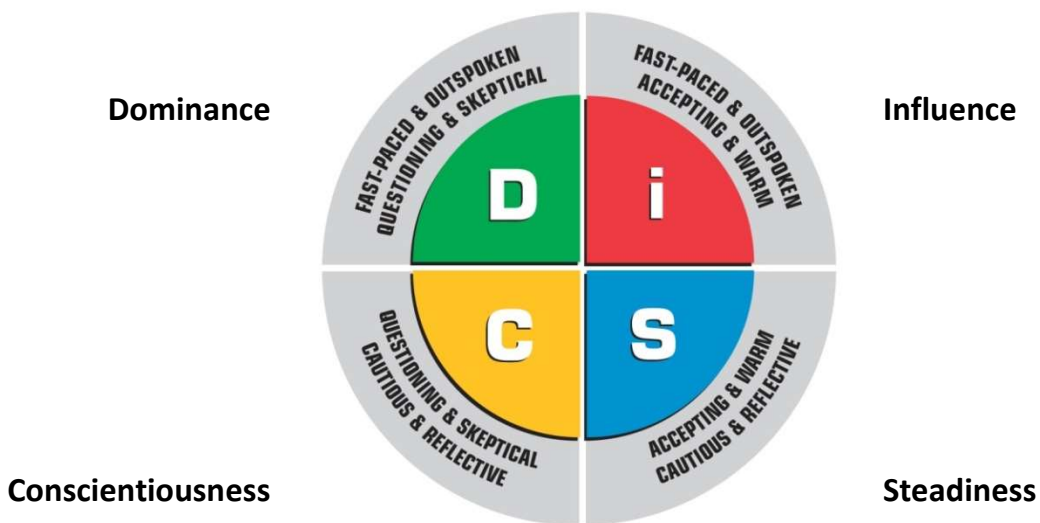
**1** Consider whether this person tends to be more:



**2** Then, consider whether this person also tends to be more:



**3** Now, combine this person's tendencies to determine his or her DiSC® behavioral style.



**Handout 4**  
Everything DiSC® Management

## Action Planning

**Identify (without naming) an employee you experience as challenging to work with - some of the time or, perhaps, all of the time.**

**Using the people-reading method, what do you think is his/her DiSC Style?**

**Choose 1-2 strategies (flexes in your thinking and/or behavior) that you are willing to try in order to improve your relationship and managerial effectiveness with this employee.**



## Spurwink Leadership Development Series Evaluation Session 1: Everything DiSC Management – Sept. 22, 2017

<b>Response Key:</b>	Strongly Agree		Neutral		Strongly disagree
	5	4	3	2	1

- |           |   |   |   |   |   |
|-----------|---|---|---|---|---|
| <b>1.</b> | <b>The materials were presented in a clear and understandable manner.</b>                           |   |   |   |   |
|           | 5   | 4 | 3 | 2 | 1 |
| <b>2.</b> | <b>I had adequate opportunities to ask questions.</b>   |   |   |   |   |
|           | 5   | 4 | 3 | 2 | 1 |
| <b>3.</b> | <b>I left today's workshop with tools I can use with my staff.</b>                                  |   |   |   |   |
|           | 5   | 4 | 3 | 2 | 1 |
| <b>4.</b> | <b>My Everything DiSC profile report helped to further my understanding of my management style.</b> |   |   |   |   |
|           | 5   | 4 | 3 | 2 | 1 |
| <b>5.</b> | <b>I am leaving the workshop today with strategies I can use to improve my management style.</b>    |   |   |   |   |
|           | 5   | 4 | 3 | 2 | 1 |
| <b>6.</b> | <b>I would recommend this session to others.</b>  |   |   |   |   |
|           | 5   | 4 | 3 | 2 | 1 |
| <b>7.</b> | <b>I would recommend today's trainer, Laura Mitchell, to others.</b>                                |   |   |   |   |
|           | 5   | 4 | 3 | 2 | 1 |

**Please tell us what you thought was the best (or most helpful) part of today's workshop and why.**

**Please tell us what you thought was the least helpful part of today's workshop and why.**

**Other comments/suggestions (use other side if necessary):**

## What Motivates You

Quickly read these phrases. Then check two that you find most motivating at work.

- \_\_\_\_\_ Taking on new challenges
- \_\_\_\_\_ Solving problems
- \_\_\_\_\_ Knowing I made other people happy
- \_\_\_\_\_ Meeting new people
- \_\_\_\_\_ Being in charge
- \_\_\_\_\_ Building connections with coworkers
- \_\_\_\_\_ Making steady progress toward goals
- \_\_\_\_\_ Being able to express my opinions freely
- \_\_\_\_\_ Getting public recognition
- \_\_\_\_\_ Analyzing all the options
- \_\_\_\_\_ Working on team projects
- \_\_\_\_\_ Being in a constantly changing environment
- \_\_\_\_\_ Helping others succeed
- \_\_\_\_\_ Getting closure on projects
- \_\_\_\_\_ Doing a high-quality job
- \_\_\_\_\_ Being in the limelight
- \_\_\_\_\_ Taking risks
- \_\_\_\_\_ Being the expert on a topic
- \_\_\_\_\_ Producing concrete results
- \_\_\_\_\_ Having freedom to do things my way

## Action Plan for Creating a Motivating Environment

Employee Name: \_\_\_\_\_

Employee DiSC® Style: \_\_\_\_\_

Use the page about this person's style in the *Everything DiSC Management Profile: Motivation* section to write an action plan for creating a more motivating environment for him or her.

### STEP 1: UNDERSTAND THE CURRENT ENVIRONMENT

**Read** the first three sections of this page to learn about this person's motivational needs.

**Write** down ideas, words, or phrases as you read that apply to your current interaction with this person.

### STEP 2: PLAN TO CREATE A MORE MOTIVATING ENVIRONMENT

**Read** the last two sections of this page to discover strategies for creating a motivating environment for this person.

**Write** down two bulleted statements from these sections that you think will make the greatest positive impact on this person's motivation.

**Write** down **specific actions** you will take to use these strategies to make the work environment more motivating.

## Action Plan for Developing Others

Employee Name: \_\_\_\_\_

Employee DiSC® Style: \_\_\_\_\_

Use the page about this person's style in the *Everything DiSC® Management Profile: Developing Others* section to draft an action plan for developing this employee.

### STEP 1: CURRENT DEVELOPMENT ACTIVITIES

**Write** down what you are currently doing to develop this person.

### STEP 2: AREAS OF STRONG POTENTIAL

**Read** the first paragraph about areas where this person may have strong potential.

**Write** down things that resonate with you about him or her. Reflect on how these areas align with current development activities.

### STEP 3: OBSTACLES AND STRATEGIES IN THE DEVELOPMENT PROCESS

**Read** the paragraphs about possible obstacles and strategies in this person's development process.

**Choose** two strategies to focus on that would help in the creation of a development plan for this person.

**Write** down other things you will do differently now to be more effective when developing this person.



# Action Plan for Working with Your Manager

Manager's DiSC® Style: \_\_\_\_\_

Use the page about this manager's style in the *Everything DiSC Management Profile: Working with Your Manager* section to complete the table and write an action plan for improving how you work with your manager.

## STEP 1: EVALUATE THE CURRENT RELATIONSHIP

Read the paragraph about advocating and getting buy-in with your manager, and **complete** each column with 1-2 statements from the page. Then, **repeat the process** with the paragraph about dealing with conflict.

	ALREADY DOING SUCCESSFULLY	COULD DO BETTER
Advocating and Getting Buy-in		
Dealing with Conflict		

## STEP 2: PLAN TO IMPROVE ON ADVOCATING AND GETTING BUY-IN

**Choose** one statement you wrote in the "Could Do Better" column for advocating and getting buy-in. Write down **specific actions** that describe **how** you will improve your approach to getting buy-in from your manager and **when** you will complete these actions.

## STEP 3: PLAN TO IMPROVE ON DEALING WITH CONFLICT

**Choose** one statement you wrote in the "Could Do Better" column about dealing with conflict. **Write** down the things you will **do differently** the next time you find yourself in conflict with your manager.

# Notes

# Notes



# Notes